

29 September 2000

MEMORANDUM FOR HONORABLE LOUIS E. CALDERA, SECRETARY OF THE
ARMY, 101 ARMY PENTAGON, WASHINGTON, DC
20310-0101

SUBJECT: FY 00 Annual Statement of Assurance on Management
Controls

1. In compliance with the provisions of Army Regulation 11-2, Management Controls, I have reasonable assurance that the management controls within the U.S. Army Materiel Command (AMC) are operating as intended except for the material weaknesses reported at TAB B.

2. I base this statement on the command's management control process, which includes an attestation from each Assessable Unit Manager in the headquarters and the heads of AMC's major subordinate commands and activities. The process also includes a review of audits, inspections, management control reviews, application of existing management control checklists and other verification procedures to ensure that controls are adequate, in place, and working.

3. The following are the mandatory enclosures for this statement:

a. TAB A - How our assessment was conducted AMC-wide.
(Encl 1).

b. TAB B - Current status of previously reported material weaknesses (Encl 2).

4. AMC -- Your Readiness Command . . . Serving Soldiers Proudly!

2 Encls
as

/s/
JOHN G. COBURN
General, USA
Commanding

***ASSESSMENT OF THE AMC-WIDE
MANAGEMENT CONTROL PROCESS***

TAB A

ARMY MATERIEL COMMAND'S FY 00 ASSESSMENT: OUR DETERMINATION OF REASONABLE ASSURANCE IS BASED ON DAILY MANAGEMENT ACTIONS THAT MANAGEMENT CONTROLS ARE IN PLACE AND OPERATING AS INTENDED. THE FOLLOWING IS A BREAKOUT OF THE ACTIONS TAKEN BY ALL IN SUPPORT OF THE THREE MANDATORY REPORTING AREAS:

LEADERSHIP EMPHASIS:

1. AMC Chief of Staff held a discussion on the importance of reporting new material weaknesses in Command Group Staff meetings.
2. Memorandum, signed by the AMC Chief of Staff, subject: U.S. Army Materiel Command Management Control Administrator Training Requirements, 21 Dec 99.
3. Internal Review and Audit Compliance Office conducted one Quality Assurance Visit to a major subordinate command (CECOM).
4. Memorandum, signed by the Chief, Internal Review and Audit Compliance, subject: Review of the Management Control Process. The purpose of the memorandum was to notify senior management officials (Assessable Unit Managers) that a team from Internal Review and Audit Compliance would be conducting a management review of their unit's management control process. Results of the reviews were provided to the Senior Responsible Official at HQ, AMC and the U.S. Army Audit Agency. Overall we found controls were in place and operating.

HQ, AMC ASSESSABLE UNIT MANAGERS:

1. The Deputy Chief of Staff for Ammunition: The importance of internal management controls is regularly discussed in staff meetings with senior personnel. The DCS and senior functional managers took noteworthy actions to establish/institute proper management controls and to make employees aware of the requirement to report material weaknesses. Requested input from all employees on scheduling management control evaluations and potential new material weaknesses.
2. The Assistant Deputy Chief of Staff for Chemical & Biological Matters:
 - a. Chemical Surety Process Action Committee: AMCCB provides management support and control of the Chemical Surety Program through the Chemical Surety Process Action Committee (CHEMSURETYPAC) members. This committee provides a mechanism to foster continuous improvements in Chemical Surety Operations throughout AMC by identifying problems, issues and solutions. Currently, the committee has completed the final draft stages of rewriting Army Regulation 50-6 (Chemical Surety) to ensure AMC is using the latest developments in technology, safety, surety,

threat, and risk reductions. The updated policy will enhance surety effectiveness and reduce the costs associated with security.

LEADERSHIP EMPHASIS (CONTINUED):

b. Chemical Agent Safety and Health Process Action Committee: AMCCB continues to work with the Chemical Agent Safety and Health Process Action Committee (CASHPAC) members on chemical agent safety and health issues throughout AMC.

c. Provided special emphasis on the importance of management controls during daily operations (time card management, travel reimbursements, supply requisitions, equipment inventory, and security awareness.

d. Implemented management initiatives (Chemical Surety Database and TCM SE2) to enhance management control and improve efficiency and effectiveness of chemical operations.

e. The AUM developed a Chemical Event Report notification procedure to ensure the AMC Command Group is notified immediately of all chemical events. AMCCB personnel work closely with the AMC Operations Center to ensure reports are followed up and ultimately closed using proper procedures.

3. The Command Chaplain placed command emphasis on compliance of Army Regulations that have a direct impact on the operations of the Commander's Master Religious Programs within the Command. Soldier and Family Pastoral Care and the Religious Education Programs were cited in all inspections. The Director of Personnel, Training and Operations, working with the AMC NCOIC has been tasked to develop an in-depth Command Inspection Checklist. Checklist is to be utilized in the inspections of MSC Unit Ministry Teams (UMTs) within the command. MSC NCOIC was directed to utilize checklist for inspections of subordinate UMTs. The Annual Statement is a collective effort of findings by this office.

4. The Command Counsel and his deputies conducted staff reviews of thirteen AMC legal offices to ensure accomplishment of the legal mission by providing direct assistance to the MSCs and helping them resolve organizational, management and technical legal issues.

5. The Deputy Chief of Staff for Corporate Information:

a. Hosted quarterly, CG directed, CIO Summit Meetings. These meetings will provide a series of information briefings outlining major AMC progress toward compliance with the ISA/COE and Information Technology (IT) program to accomplish interface with the AMC mission.

b. Conducted periodic in-process reviews on the status of Change of Century (Y2K) efforts within AMC. Participated in DA and DOD end-to-end testing of impacted systems. Each major Y2K

milestone passed without significant incident. AMC successfully met the Y2K challenge and continues to provide outstanding service and support to its customers.

LEADERSHIP EMPHASIS (CONTINUED):

c. Issued a policy memorandum, Implementation of a Command-Wide Common Operating Environment (COE). Implementation of this document supported the AMC community's migration to the AMC Information Systems Architecture (ISA) and defined the information systems environment in which AMC would operate.

6. The Deputy Chief of Staff for Installations reporting on environmental stewardship at the monthly Executive Steering Committee, chaired by the AMC Commanding General. Holding monthly Environmental Quality Council meetings with MSC environmental staff, and quarterly Environmental Management Advisory Group meetings with the AMC Chief of Staff and DCS principals.

7. The Deputy Chief of Staff for Intelligence:

a. Heightened awareness of and formal responsibility for the adequacy of management controls was stressed to all ITSA personnel by the Director, ITSA and the Deputy Chief of Staff for Intelligence (AUM).

b. The Director, ITSA directed the development and maintenance of an Individual Management Control Plan.

8. The Deputy Chief of Staff for Personnel was reorganized during the last year, in large part to emphasize their commitment to customer service by creating the Field Support Division. Since that time there has been a clear focus on field assistance visits to our MSC and installation offices. The reorganization also signaled the formation of a Program Evaluation Team enabling the Deputy Chief of Staff for Personnel to detect and solve problems before there are any material weaknesses. The MWR&FS was a proactive leader in the establishment of the NAF Financial Services Advisory Users Group. This group discusses areas of mutual interest, explores ways to increase efficiency, decrease costs, and enhance quality of service.

9. The Deputy Chief of Staff for Research, Development and Acquisition has undertaken several initiatives to improve internal management controls. Emphasis has been placed on internal control standards as they relate to employee annual performance ratings. Special attention has been placed on the Audit Resolution and Compliance Standard. This has been done to ensure effective controls are in place and working.

10. The Deputy Chief of Staff for Resource Management exceeds the minimum requirement for assessable unit managers to have an explicit statement of management controls in their performance

standards by extending the requirement to division chiefs, the ADCSRM and the Executive Officer. Performance agreements are reviewed annually to be sure they contain the required statement.

LEADERSHIP EMPHASIS (CONTINUED):

11. The Command Surgeon directed and supervised the revalidation of the Office of the Surgeon's five-year Management Control Plan.

12. Safety Office:

a. The AMC Radiation Policy Action Committee (RADPAC) is currently trying to further enhance the applicability of the Radioactive Commodity Checklist.

b. The AMC Radiation Safety Council, an advisory body for the commander, which has the task of reviewing the AMC radiation safety program and recommending changes and/or improvements. In FY 00, the Council continued to monitor the improvement of the AMC and Army Radiation Safety Program.

MANAGEMENT CONTROL TRAINING:

HQ, AMC Management Control Administrator:

1. Distributed a new training package electronically and placed it on the AMC Home Page for use by all Management Control Administrators and managers – Overview of the AMC-wide Management Control Process.

2. Created a new link to the revised GAO Standards on the AMC Home Page.

3. Trained two new MSC/SRA MCAs – informal overview of the AMC-wide process.

4. Created a new training package directed at Assessable Unit Managers. Used it this year to train four new HQ, AMC Assessable Unit Managers. Plan to put it on the AMC Home Page.

5. Provided a group training session for eight managers within DCSPER on developing individual management control plans and testing controls.

6. Provided an electronic copy of the new training requirement memo, signed by the AMC Chief of Staff to all MSC/SRA MCAs. Provided USDA class dates and encouraged MCAs to attend this class and the HQDA Training Symposium.

MANAGEMENT CONTROL TRAINING (CONTINUED):

HQ, AMC Management Control Administrator:

7. Breakout for management control training AMC-wide:

Total personnel trained: 3,023.

Total received formal training: 1,713

Total received informal training (informal briefings, guides, and videos): 1,264

Total USDA external courses: 42

Total attended HQDA MC Training Symposium: 4

HQ, AMC ASSESSABLE UNIT MANAGERS:

1. Deputy Chief of Staff for Ammunition provided new employees desk side briefings on the management control process. They were given the opportunity to view the instructional video “Management Controls: A Roadmap to Stewardship.”

2. The Assistant Deputy Chief of Staff for Chemical Biological Matters (Assessable Unit Manager) and one manager have been provided refresher training on the AMC Management Control Process.

3. The Command Chaplain:

a. UMTs viewed the video “Management Controls: A Roadmap to Stewardship.”

b. Individuals responsible for conducting and reporting back on findings have received extensive training and experience in Management Controls.

c. Officers and NCOICs in the senior grades (COL, LTC, SFC, MSG) received training on Management Control process and Supervisory Skills at the Annual AMC UMT Training Conference.

d. At home stations, personnel received additional training in Management Control, as well as VTCs, and desk side briefings.

4. The Command Counsel conducted two Chief Counsel Workshops and seven Chief Counsel videoconferences to discuss current legal issues and to discuss any material weaknesses they may have. No material weaknesses resulted from this training.

MANAGEMENT CONTROL TRAINING (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

5. The Deputy Chief of Staff for Corporate Information (Assessable Unit Manger), one manager and a new MC Point of Contact received formal training on the AMC Management Control Process. Five Management Control Division POCs were provided guidance, documentation, and assistance in developing feeder statements and the management control process by the DCSCI management control POC.

6. The Deputy Chief of Staff for Installations (new Assessable Unit Manager) received informal briefings and materials about the management control process in Jul 00 from the MC POC. Hosted annual training workshops for Major Subordinate Command and installation personnel.

7. Inspector General:

a. The AMC IG conducted quarterly Information Sharing/Professional Development sessions with all IG Activity employees. Management Control training was conducted at the October 1999 session. This topic was also addressed with the MSC IGs at the November 1999 quarterly VTC.

b. An Internal Management Control Program training handbook has been developed to refresh seasoned managers and attune new managers to their management control responsibilities. The information was provided by the HQ, AMC Management Control Administrator and was distributed to AMC IG managers and to field IGs.

c. In order to enhance personnel capabilities, we developed a concept to allow for cross training of inspections, investigations/inquiries and assistance duties within our organization and field IGs. This effort is beneficial to all involved. The importance of identifying management control issues, especially during inspections, will be emphasized as a part of this initiative.

8. The Deputy Chief of Staff for Personnel (Assessable Unit Manager), one manager and one new MC POC received formal training on the AMC Management Control Process. Eight division managers received informal training on how to develop individual management control plans and test controls and creating alternative evaluation processes.

9. The Deputy Chief of Staff for Research, Development and Acquisition (Assessable Unit Manager), one manager and one MC POC received formal training on the AMC Management Control Process.

MANAGEMENT CONTROL TRAINING (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

10. Office of the Surgeon:

a. The Assessable Unit Manager designated a new Management Control POC. The new POC received a transition briefing from the prior POC.

b. The new MC POC received an overview of the AMC Management Control Process from HQ, AMC MCA and has reviewed training materials available on the AMC Home Page.

c. Newly assigned personnel assigned to the Office of the Surgeon have been provided desk side training to include: The purpose and requirements of the Office of the Surgeon's management control plan and the use of management control evaluations.

11. The Deputy Chief of Staff for Resource Management:

a. The MC POC provided the DCSRM supervisors copies of the revised GAO Standards and an overview of the ODCSRM management control process to two new DCSRM division chiefs as refresher training.

b. The ODCSRM resurrected and revised the AMC Executive Training Guide for Financial Management. This is a comprehensive manual on financial management processes peculiar to AMC. This publication is designed as a primer and desk side reference primarily for AMC executives and action officers who are unfamiliar with financial management. This 100-page manual describes all the principal appropriations and funds managed by AMC. It addresses management's responsibilities regarding the administrative control of funds, management controls, internal review and audit compliance, cost and economic analysis, and the automated accounting systems.

12. Safety Office:

a. The Assessable Unit Manager understands the GAO Standards and how to apply them in daily operations. He ensured operating functional managers understood their responsibilities for using management control evaluations for day-to-day guidance.

b. Throughout the year, Management Control POC and safety office personnel obtained current management control process information from the HQ, AMC Management Control Administrator as necessary.

EXECUTION:

HQ, AMC Internal Review performed fourteen internal review audits and verified three prior year material weaknesses for correction. Two were provided to HQDA in the FY 99 Annual Statement and one was monitored at the HQ, AMC level.

Audit Liaison & Management Controls Team Leader and HQ, AMC Management Control Administrator conducted two alternative management reviews of the DCSRDA and DCSPER management control processes. Conducted an entrance briefing with Assessable Unit Managers to discuss the review and provide an overview of the current AMC Management Control Process. Provided a memorandum for record, containing the results of the reviews, to the Senior Responsible Official at HQ, AMC.

Chief, Internal Review and Audit Compliance, HQ, AMC Management Control Administrator and U.S. Army Audit Agency (AAA) held an entrance conference for the review of the AMC-wide Management Control Process. During the initial meeting, objectives for the review were discussed. The HQ, AMC MCA provided details about the review to subordinate MCAs. As of this date, the AAA review has not been completed.

HQ, MANAGEMENT CONTROL ADMINISTRATOR:

1. Distributed all guidance, potential material weakness information and other pertinent information on the AMC-wide management control process in a timely manner through electronic mail. This allows subordinate MCAs more time to work on actions.
2. Received feeder statement from Major Subordinate Commanders, Separate Reporting Activities and HQ, AMC Assessable Unit Managers on the status of their Management Control Processes. Received twelve new potential material weaknesses. These were staffed with the appropriate functional managers within HQ, AMC – none resulted in new material weaknesses. Also, provided during the year various new subject areas for consideration as new material weaknesses.
3. Created a new alternative evaluation process for reviewing HQ, AMC Assessable Unit Managers management control processes. Used as part of IRAC's Management Control Plan for oversight.

4. Established new links to HQDA guidance, publications page, training materials and other important information related to management controls.
5. Created a directory on the R: drive to provide HQ, AMC Assessable Unit Managers, MC POCs and all managers faster feedback on the Management Control Plan, AMC Annual Statement, and AMC-level material weaknesses.

EXECUTION (CONTINUED):

HQ, MANAGEMENT CONTROL ADMINISTRATOR:

6. Stopped publishing hard copy of AMC inventory of HQDA key controls. Created a link on the AMC Home Page to the HQDA inventory for use AMC-wide. Revised the other management control information on the AMC Home Page.
7. Tasked the HQ, AMC Assessable Unit Managers to develop individual Management Control Plans using the automated HQDA inventory file. Provided special assistance to various Assessable Unit Managers, MC POCs and other managers in order to improve documentation of testing of controls and creating alternative evaluation processes.

HQ, AMC ASSESSABLE UNIT MANAGERS:

1. Deputy Chief of Staff for Ammunition:

- a. A review was conducted to insure that an explicit statement was included in performance agreements for all positions with management control responsibilities.
- b. Specialized assistance was provided to managers in developing and reviewing management control evaluations and identifying potential new material weaknesses.
- c. Close coordination is maintained with Internal Review and Audit Compliance Office to ensure the DCS for Ammunition management control program meets expected requirements.

2. Assistant Deputy Chief of Staff for Chemical/Biological Matters:

- a. The AUM implemented various operations/resource reviews of all potential problem areas.
- b. While we did not discover any material weaknesses for FY 00 in the DA published key control areas, we plan to conduct a dialogue with HQDA to review them with the intent of expanding key controls to include Chemical Defense Equipment (CDE) readiness.

c. We continue to review all audits and Inspector General (IG) findings that impact the chemical and biological mission area. We work closely with other AMC staff elements to ensure proper actions and recommendations are provided to correct deficiencies noted.

EXECUTION (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

3. The Command Chaplain: A team of experts was assembled quarterly for the procurement and acquisition of chaplaincy items. The Team is comprised of representatives from various Major Commands , Air Force, Navy and Marines. Ideas and inputs were brought before the board, and recommendations submitted to the Chief of Chaplains for his approval. We began with the Annual AMC UMT Training Conference, followed by monthly progress reviews and ending with the Command Inspection. The emphasis of reporting was accomplished through consolidating the findings and out-briefs to MSC NCOIC.

4. The Command Counsel:

a. Designed the Command Legal Program for 1999-2000 to generate many substantial initiatives in preventive law, contract law, environmental law, intellectual property law, labor and employment law, ethics and fiscal law and standards of conduct for the benefit of AMC and to provide an opportunity for the professional development of our legal counsel. These initiatives have been successfully executed throughout AMC, significantly contributing to AMC mission accomplishment.

b. Designed a two-hour block of instruction and led a panel of legal experts in the presentation of "Contractor Employees in the Federal Workforce: Confronting the Challenge" which was presented at DOD Ethics Training Programs, to the 250 attorneys participating in the Army Judge Advocate General's Contract Law Symposium and to SESs and General Officers participating in the Defense Systems Management College, Systems Acquisition Management Course. I directed the development of an AMC-wide program of instruction entitled "The Use and Misuse of Government Resources." The training materials were published and distributed to all AMC Ethics Counsels who in turn instructed more than 15,000 AMC personnel this year providing ethics guidance-related issues involving use of Government computers and the internet.

c. I conducted a two-day Management Offsite, a workshop for the Supervisors to focus on the Command Legal Program, develop and assess the execution of office initiatives.

5. The Deputy Chief of Staff for Corporate Information:

a. Our five-year management control plan was revalidated and revised by the DCSCI MC POC. This was done to determine functional responsibilities within each division. All managers were made aware of available evaluations. The new MCP was used in FY 00 as part of the DCSCI oversight process by completing more evaluations than were scheduled or required.

EXECUTION (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

b. DCSCI MC POC provided guidance on conducting and documenting management control evaluations to each division.

c. DCSCI MC POC provided an explicit statement of responsibility that is required by AR 11-2 to be added to the AUMs performance agreement. A similar statement has been provided to the ADCS and division managers to be included in their performance agreements.

6. The Deputy Chief of Staff for Installations:

a. Utilizing the Deputy Chief of Staff for Installations bulletin to distribute information to field activities, and to recognize people for good work.

b. Performed real estate management assistance visits to familiarize installation personnel with all aspects of real estate management.

c. Conducting internal audits of environmental program compliance at installations.

d. Continuing actions to manage the AMC's Family Housing Program to include:

(1) Utilizing Housing Internal Review Checklists.

(2) Reviewing installation housing utilization reports.

(3) Reviewing installation housing requirements, General/Flag Officers cost reports, six year work plans.

(4) Planning, programming, and executing the AMC Family Housing Budget.

(5) Conducting annual installation housing staff visits.

7. Inspector General:

a. Quarterly VTCs were held with IG Offices command-wide as an effort to share information/issues of command interest and concern. In addition, Investigations and Assistance Division conducted an action officer level VTC to provide procedure and policy clarity.

b. We continue to maintain and publicize the Oversight Activity Information Database which includes: Information on inspections and assistance visits conducted by AMCIG; inspections conducted by DAIG; staff assistance visits/assessments/reviews conducted by HQ, AMC staff elements and Separate Reporting Activities.

EXECUTION (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

8. The Deputy Chief of Staff for Personnel:

a. During the last year, the DCSPER greatly expanded the Internal Review and Analysis process by increasing the number of processes and programs tracked using internal metrics. We also maintained a weekly focus on our “Top Ten” actions and published them on our web site.

b. Completely reengineered the GS-15 Affirmative Action process and provided field elements with a new checklist specifically documenting new requirements and responsibilities. Because of these actions, the turnaround time in the headquarters has been reduced from an average of over 30 days to an average of 15 days.

c. Management reviews of the AMC Workers’ Compensation Program are conducted quarterly at the Command Review and Analysis.

d. Assistance visits were conducted by the AMC Worker’ Compensation Program Manager and the AMC Case Manager to ensure AMC’s installations were in compliance with DOD, Army and AMC’s policy and program requirements.

e. AMC MWR&FS:

(1) Performs quarterly review and analysis of installation and consolidated financial results. Consolidated results are presented to the DCSPER, AMC Chief of Staff and the Commanding General.

(2) Processes for the control, reporting and accounting for cash receipts at the HQ, AMC level was conducted in July 00. The review uncovered a loss of cash funds. Minor changes in procedures were implemented and implementation of a credit card system had been completed to improve customer service and internal controls.

(3) Management Control Plan was revised in May 00 with the assistance of Director, Plans, Programs, Budget and Operations division and the AMC Internal Review and Audit Compliance Office. Our plan is an ongoing effort that continually incorporates key control evaluations, alternative review processes and other tests necessary to ensure management controls are effective.

(4) HQ, AMC NAF contracting staff conducts monthly reviews of government purchase card reports and resolves any discrepancies.

EXECUTION (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

8. The Deputy Chief of Staff for Personnel (Continued):

f. Command Provost Marshal assessments were conducted in conjunction with AMC ITSA Security Support Division oversight operations and assistance visits. Results of these evaluations were reviewed by command level action officers and assessed for validity, security considerations, operational impacts and management control. Oversight information is maintained at the headquarters level through database management for continued evaluation and comparison throughout the year.

9. The Deputy Chief of Staff for Research, Development and Acquisition used their Management Control Plan as management oversight by conducting alternative evaluation processes more often than required and using existing review processes as follows:

a. AMCRDA-AP conducted Acquisition Reform Implementation Assessment Team (ARIAT) reviews at each Major Subordinate Command.

b. AMCRDA-TE assured the Y2K efforts related to weapon systems were properly addressed in a timely manner. They provided guidance and policy, which resulted in the identification of weapon system Y2K problems and solutions.

c. AMCRDA-TE performs periodic reviews to identify any barriers to acquisition reform. Our program encourages the implementation of acquisition reform initiatives by quickly adapting cheaper, and better quality technologies to enhance legacy systems performance and reliability products.

10. The Deputy Chief of Staff for Resource Management:

a. U.S. Government Purchase Card (GPC) Purchase Card Management System (PCMS): AMC has automated approximately 46% of the AMC cardholders. About 40% are financed by

revolving funds and await DFAS action. Eventual automation of all AMC cardholders will achieve paperless financial control of the AMC GPC.

b. Initiated several actions to improve the performance within the financial management arena: (1) Automation of the Joint Reconciliation Program within AMC, This project is being adopted by other organizations outside of AMC, to include the Army Acquisition Executive Support Agency and the Assistant Secretary of the Army for Financial Management and Comptroller, (2) Performing contract reconciliation to correct Negative Unliquidated Obligations (NULOs) at the St. Louis Operating Location. This initiative has resulted in the clearance of over \$66M in NULOs in a one-year period.

EXECUTION (CONTINUED):

HQ, AMC ASSESSABLE UNIT MANAGERS:

10. The Deputy Chief of Staff for Resource Management (Continued):

c. RM -Online: AMCRM has developed a new interactive web-based solution to meet resource management requirements for HQ, AMC and subordinate commands. RM-Online provides a vehicle for budget development, execution planning and reporting, as well as management of appropriated funds, manpower, AWCF reporting and the Joint Reconciliation Program. This system replaces various fragmented manual and automated RM systems, which were time consuming and labor intensive.

d. ODCSRM has assumed consolidation role of all five depot's annual budget submissions into a single Depot Maintenance Activity budget. HQ, AMC has achieved greater visibility, a better means of validating accuracy of data, and insuring consistency in application of OSD/DA/AMC guidance, responsiveness to HQDA and OSD questions, and is in a better position to defend the budget. Finally, and perhaps the largest advantage, is the alliance formed between all MSC (the workloaders) and their depots (the performers).

11. Safety Office:

a. Conducted Radiation Safety Program Reviews during FY 00.

b. Conducted accident prevention safety surveys of 5 aviation activities in the Command. Effectively identified issues of significance of both a positive and negative nature. Appropriate recommendations made for areas needing improvement with program reports to completion. Provided recognition to individuals, organizations and areas of outstanding contribution to the Command Aviation Safety Program.

MAJOR SUBORDINATE COMMANDS (MSCs)

Army Research Laboratory (ARL):

LEADERSHIP EMPHASIS

1. The Director signed numerous memorandums for distribution to supervisory level on management controls to increase awareness and ensure all managers and supervisors realize their formal responsibility and accountability for the adequacy of management controls.

Army Research Laboratory (ARL):

LEADERSHIP EMPHASIS (CONTINUED)

2. The Director has an active, aggressive management control process implemented ARL-wide. Personally placed heavy emphasis on the importance of management controls and stressed commitment to ARL's top managers and supervisors as a means of promoting mission accomplishment. This leadership has instilled a positive and supportive attitude on top managers; these attributes are demonstrated by their compliance with the GAO Standards.

3. Specific areas of responsibilities are outlined in each employee's performance plan, and management control responsibilities are contained in performance plans for all managers and supervisors.

4. Director, COS, RM, MCA, IG and Chief, IRAC personally participated in the in brief and out-brief of the Army Audit Agency's (AAA) review of the Management Control Program.

5. Transformed the troubled ARL Y2K program into one of the best in the Command, if not the Army, through superior management, organization and leadership. Passed the Y2K transitions with no glitches. The program was acclaimed by several HQ Audit Review Boards as superb and a trendsetter.

MANAGEMENT CONTROL TRAINING

1. Created a link to view the management control video on-line. One hundred and fifty-two employees viewed the video "Management Control: A Road Map to Stewardship."

2. The on-line ARL Management Control Process Electronic Training Brief was viewed by one hundred thirty-seven people during the period April 2000-31 Jul 2000. Additional management control training is accomplished through staff practices and performance reviews.

3. All ARL managers, supervisors, and team leaders have been provided with a copy of the ARL Management Control Guide and are encouraged to review the guide annually.
4. Managers and supervisors discuss the GAO Standards, The Financial Integrity Act, and management controls with employees. The ARL IG has made it part of the new employee orientation.
5. Three members of the audit staff in the ARL IRAC Office have reviewed, understand and use the GAO Standards in the conduct of their duties. The audit staff received management control training in the Combined MACOM AMC, Army Reserve Mobile Training Workshop at Corpus Christi, TX on 1-4 Nov 99.

Army Research Laboratory (ARL):

MANAGEMENT CONTROL TRAINING (CONTINUED)

6. The Chief, IRAC received management control training at the FY 99 DA Internal Review Training Symposium in Scottsdale, AZ on 23-27 Aug 99. Two COS employees attended the DA Management Control Training symposium in Scottsdale, AZ on 25 Aug 00. One employee completed the USDA Management Control Administrator's Course on 8-9 Jun 00.
7. Management control on-line training is available to all ARL employees. Reminders are sent periodically for employees to review the training materials.

EXECUTION:

1. The ARL Management Control Plan contains 37 key controls and 47 alternative controls.
2. Created a Management Control Program Customer Satisfaction Assessment to obtain feedback on quality of support provided by the Management Control Administrator. Returned results were favorable.
3. Recommended that the Internal Review and Audit Compliance Office perform quarterly reviews of time and attendance to assure compliance with policies and procedures. Developed an audit checklist for use during these reviews.
4. Formal quarterly reviews are conducted during Senior Staff Meetings that ensure a proper degree of management control in all business areas.

Aviation and Missile Command (AMCOM):

LEADERSHIP EMPHASIS

1. The Commanding General signed a memorandum, dated 1 Jun 00, that described the continued importance of the MCP at AMCOM, and requested senior level input to the ASA to be submitted to AMC. Memorandum was distributed to all managers/supervisors.
2. Management controls are given a high priority and management encourages a positive attitude toward the controls. Emphasis has been and will continue to be placed on controls to ensure that responsible officials have performance standards on management control responsibilities and are rated on these standards.

Aviation and Missile Command (AMCOM):

LEADERSHIP EMPHASIS (CONTINUED)

3. Managers were advised of the management control information located on the AMC homepage and how to access the information. This presents an opportunity to review AMC's FY 98 and 99 annual assessments, inventory of key controls, and download management control evaluations/checklists.
4. The AMCOM sponsored the two-day USDA Management Control Administrator's Course on-site. This is further explained in the Training section of this enclosure.
5. Many managers address management controls in their weekly staff meetings throughout the fiscal year.

MANAGEMENT CONTROL TRAINING

1. Management Control Training was presented to 523 managers/supervisors, team leaders, points of contact, etc., out of a total of 555 at the Redstone location. This training was presented at the organizational level and consisted of a chart presentation followed by question and answer session. In addition, the film, A Roadmap to Stewardship, was shown to all new supervisors. Training at the depots consisted of:
 - a. Corpus Christi Army Depot (CCAD) – Trained 201 people who consisted of 160 supervisors (which is the total supervisors) and 41 other personnel with other areas of interest. The videotape – A Roadmap to Stewardship was presented.

b. Letterkenny Army Depot (LEAD) – Training at LEAD is being conducted the month of July. They have 72 to be trained; all should be trained by the end of the month. The training method is the Roadmap to Stewardship videotape.

2. Thirty-three personnel attended the two-day USDA Course for Management Control Administrators. Five people attended the course out-of-town; the remaining 28 attended the course on site, funded by the Command. This was very beneficial and demonstrates the emphasis this Command places on the management control program.

EXECUTION

1. The evaluation of the MCP by AMCOM organizations included the use of various alternative evaluation processes in addition to the use of standardized checklists. Some methods used were: Review of various audit reports, customer satisfaction surveys, inventories and spot checks. Most organizations completed internal checklists on administrative issues within their office, which are not reflected on the plan. In addition, we reviewed the three areas (Contracting, Patriot Missiles and Recruiting ACTEDS Interns) forwarded by your organization for consideration as potential weaknesses. No problems were noted in these areas.

Aviation and Missile Command (AMCOM):

EXECUTION (CONTINUED)

2. Listed below are examples of initiatives accomplished during FY 00:

a. LEGAL OFFICE: The Office of Staff Judge Advocate continually monitors sensitive areas such as: The Tax Assistance Center; Magistrate's Court; Administrative Law Section; and Criminal Law Section.

b. IG OFFICE: The IG Office works very closely with the Management Control Administrator and receives copies of all Management Control reports as part of the Organizational Inspection Program (OIP).

c. INTEGRATED MATERIEL MANAGEMENT CENTER (IMMC):

(1) IMMC assured broad involvement and coordination with all parties involved in fielding and training processes to gain consensus on requirements, minimize rework, and provide customer satisfaction.

(2) IMMC assured that all materiel fieldings were successful at above 90 percent fill.

(3) Internal checklists are used by team members, where applicable, to ensure that processes are executed accurately and timely.

(4) The Integrated Logistics Support (ILS)/Manpower and Personnel Integrated (MANPRINT) Management Office constantly assesses the weapon systems by participating in ILS management team meetings. The adequacy of the ILS for the weapons systems is ensured by developing, updating and reviewing Supportability Strategies (formerly Integrated Logistics Support Plans). The project/product office personnel are advised of the need/ requirements for developing and updating their Supportability Strategies. Actions are coordinated to ensure a unified position.

(5) A new local area network was installed with updated equipment and security features, along with a separate “firewall” protecting all network access. In conjunction with the “firewall”, an Internet content filtering service/server was installed to monitor and control Internet trafficking. Automated solutions were installed to ensure timely updating and distribution of anti-virus protection measures. We worked with the Microsoft Corporation to develop an in-house solution to protect our client/server resources from virus intrusion and other select items in a rapid and custom manner that has protected the IMMC from data loss that other government and commercial organizations have suffered.

Aviation and Missile Command (AMCOM):

EXECUTION (CONTINUED)

d. ACQUISITION CENTER: The Acquisition Center has a Compliance Review Program in place to review various areas of the procurement field to assure compliance with procurement regulations.

e. REDSTONE ARSENAL SUPPORT ACTIVITY (RASA):

(1) Operational programs are reviewed regularly to verify/improve implementation and execution of controls.

(2) Customer satisfaction is assured through surveys, verbal customer feedback, and comment cards.

(3) Compliance with internal management controls is managed by the use of approved Standing Operating Procedures (SOP) that describes the detailed requirements of various operations and ensures compliance with applicable policies and regulations. Reviews of operational requirements are conducted each year to update or change SOPs as necessary.

f. U.S. ARMY TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT ACTIVITY (USATA):

(1) Efforts to assess the effectiveness of the MCP and to improve its execution include additional training, briefings, awareness of alternative checklists, and management controls inherent to particular programs.

(2) A weekly management report that summarizes incoming workload, completed production, billable hours worked, backlogs, and turnaround time provides trends for each variable.

g. CORPORATE INFORMATION CENTER: Conducted Customer Satisfaction Surveys in the areas of Visual Information, Information Services Business Area (Telecommunications Center), and Customer Service (Help Desk).

h. RESOURCE MANAGEMENT: On a monthly basis, actual obligations from the 218 reports are compared to planned obligations by element of resource for each Budget Activity, Program Element and Project, and Budget Line Item Number for each account. Variances are analyzed to determine causes and identify alternative courses of action as appropriate.

Aviation and Missile Command (AMCOM):

EXECUTION (CONTINUED)

i. CORPUS CHRISTI ARMY DEPOT (CCAD):

(1) Hosted Tiger Team Visits to CCAD for financial and accounting responsibility/reporting process improvement initiatives. Implemented 10 Financial and 9 Production recommendations by Tiger Team.

(2) ORACLE Conversion of the entire depot's developed databases. This will create a depot standard, allowing for ease of maintenance as well as a reduction in maintenance costs.

(3) Full utilization of ORACLE development tools. CCAD is the only depot fully using the full ORACLE suite. This allows for database modeling and development graphic user interface screens.

Communications-Electronics Command (CECOM):

LEADERSHIP EMPHASIS

1. Conducted a Management Control Conference with the Commanding General and organizational directors on 18 Jul 00. This process has been used as a forum to discuss organizational efforts in the

Management Control Process, including training, checklist completion, and corrective action plans for new and prior year weaknesses.

2. Quarterly R&A briefings are required to include a segment by each organization on the status of prior year material weaknesses and findings on new material weaknesses.
3. Reported one new potential material weakness to HQ, AMC in the FY 00 Annual Statement.
4. The Tobyhanna Army Depot (TYAD) chartered the formation of the TYAD Executive Steering Group (ESG) composed of Senior Directors and Command Group personnel to oversee MCP implementation procedures, and to review potential new material weakness issues.

MANAGEMENT CONTROL TRAINING

1. Distributed a three-page statement on managers' management control responsibilities, which was signed by each managers. This statement addressed: The purpose of the MCP, the five-year plan for management controls, definitions, material weakness determinations, completion of checklists and the new GAO Standards.

Communications-Electronics Command (CECOM):

MANAGEMENT CONTROL TRAINING

2. Maintained a computerized database of training materials. We maintain MCP briefing charts on the CECOM Intranet for viewing by all employees. During FY 00 1,179 managers were trained – 99% of our managers have been trained.

EXECUTION

1. Continuing its policy of having each organizational Director function as an Assessable Unit Manager. Each AUM prepares his/her own Annual Statement to the Commander, CECOM.
2. The management control administrator works closely with the Internal Review and Audit Compliance Office so that pertinent audit findings are quickly disseminated.
3. Systems Management Center (SMC) conducted execution reviews with selected PM offices during the April/May timeframe to assess the status of their financial posture and the ability to execute their programs through the end of the fiscal year.

4. SMC implemented a Monthly Acquisition Program Review (MAPR). It addresses key performance characteristics that relate to the successful execution of the program. All PM Offices must provide quarterly input. The MAPR alerts all personnel in the management chain to possible problems that could be an indication of poor management controls.

Operations Support Command (OSC):

LEADERSHIP EMPHASIS

1. The Commanding General (CG) signed and issued Policy Memorandum Number 14, Management Controls and Stewardship, 24 Dec 1999, to all the OSC installations and organizations.
2. The following OSC subordinate commanders issued management control policy statements or provided additional management control emphasis in FY 2000:

U.S. Army Field Support Command

U.S. Army Munitions and Armaments Command (USAMAC)

Operations Support Command (OSC):

LEADERSHIP EMPHASIS (CONTINUED)

3. The OSC CG formally appointed assessable unit managers (AUMs) within OSC and outlined their management control responsibilities and his expectations.
4. At the direction of the OSC CG, an Executive Steering Group (ESG) on Management Controls convened within Headquarters (HQ), OSC. The ESG, which is comprised of senior managers, reviews potential material weaknesses and makes recommendations to the CG. They reviewed all potential weaknesses that the OSC installations and organizations submitted to the OSC CG and decided on which weaknesses they should recommend the OSC CG report to the HQ, U.S. Army Materiel Command (AMC).
5. The OSC identified and reported one new material weakness to HQ AMC in March 2000 and four new material weaknesses in the FY 2000 OSC Assurance Statement. The USAMAC identified two of the new material weaknesses during the statement signing meeting with the OSC CG.

MANAGEMENT CONTROL TRAINING

1. The AUMs continued aggressive training programs. The primary objectives ensured that every manager understands the General Accounting Office Standards and how to apply them to daily operations, and operating managers understand their responsibilities for using the management control evaluations for day-to-day guidance and formal application as required by the OSC Management Control Plan (MCP).
2. The Management Control Administrators (MCAs) offered training on the management control process within their installations and the command. The breakout of management control training is as follows:
 - a. The OSC MCA conducted a two-day management control workshop. The installation and organization MCAs, POCs and audit/inspection personnel and the SBCCOM MCA attended the workshop. Thirteen OSC Management Control personnel had input into how the OSC would implement the management control process in view of changes effective this year by participating in the workshop. The workshop further facilitated communication between all command management control elements and audit/inspection elements.
 - b. The OSC provided training for over 127 OSC personnel during FY 2000.
 - c. Approximately 17 OSC personnel viewed the management control videotape, "Management Controls, A Road Map to Stewardship."

Operations Support Command (OSC):

MANAGEMENT CONTROL TRAINING (CONTINUED)

- d. Four OSC personnel attended the USDA Graduate School course for MCAs in FY 2000.
- e. At the request of the installation commanders, the MCA provided on-site management control training for management personnel and installation management control POCs/evaluators in Lake City AAP, Lone Star AAP, McAlester AAP, and Pine Bluff Arsenal. The MCA provided management control training for 116 installation personnel including one installation commander.
- f. The MCA provided management control evaluation training to 11 HQ OSC personnel.
- g. The MCA provided training to HQ OSC senior level managers before the ESG meeting. The MCA trained a total of approximately 127 personnel, including the 116 above.

EXECUTION

1. The MCAs and POCs made sure that responsible officials had performance objectives on management controls in their job evaluation forms and their supervision is rating them on these objectives. The OSC gave special attention to the Audit Resolution and Compliance Standard. This ensured that effective controls were in place to ensure compliance with the provisions of AR 11-2, Management Control; AR 36-2, Audit Reports and Follow up; AR 623-105, Officer Evaluation Reporting System; and AR 690-400, Total Army Performance Evaluation System involving management control responsibilities and audit resolution in performance agreements.

2. We require each OSC subordinate organization and HQ element to report the number of managers rated on their management control responsibilities during the year. The OSC rated all OSC AUMs on a management control performance objective.

3. The OSC gathers data on all types of management control evaluations conducted within the year. The HQ OSC directed the OSC installations and organizations to review management control evaluations written by functional managers, auditors, inspectors, process action teams, etc. The managers determined the relevance of the evaluations and took appropriate actions.

Operations Support Command (OSC):

EXECUTION (CONTINUED)

4. The OSC developed and distributed a MCP throughout the OSC to ensure all managers were aware of available evaluations and scheduled requirements for formal use. The AUMs completed and certified all evaluations scheduled in FY 2000. The number of OSC unscheduled evaluations (checklists, inspections, process reviews, audits, management studies, management reviews) for FY 2000 was 183.

5. Specific actions taken by the OSC MCA were as follows:

a. The MCA participated in the Command Assessment program at Holston AAP, Iowa AAP, Lake City AAP, Lone Star AAP, McAlester AAP, Radford AAP, Pine Bluff Arsenal and Tooele Army Depot. The MCA reviewed each installation's management control process for compliance with the requirements of AR 11-2.

b. The MCA conducted a sample review of completed management control evaluations to ensure proper completion and documentation of responses.

Soldier and Biological Chemical Command (SBCCOM):

LEADERSHIP EMPHASIS

1. The Commander takes an active leadership role by personally emphasizing to SBCCOM employees his support for stewardship of the Management Control Process. This ensures that SBCCOM resources are utilized efficiently, while being continually safeguarded against fraud, waste, and abuse.
2. Within bounds of an empowered organization, encouraged the use of individual Management Control Plans among subordinate organizations for periodic evaluations of management processes and procedures. These plans are periodically updated to incorporate new checklists and delete others. When combined with the results of audits, inspection findings, and other reviews, these plans form the basis used to verify that sufficient management controls are in place and functional.
3. A rather extensive review is on going in the U. S. Army Garrison Aberdeen Proving Ground (USAGAPG). Being conducted are Commercial Activities Studies for Installation Operations and Community/ Family Activities and for Information Management Services. During the course of these studies, each directorate involved reviewed their area and prepared Performance Work Statements and a Most Efficient Organization (MEO).

Soldier and Biological Chemical Command (SBCCOM):

MANAGEMENT CONTROL TRAINING

1. Classroom and desk side training sessions were conducted with 119 employees. The Management Control video was viewed by 12 employees.
2. Three employees attended the USDA Management Control Course for Managers.
3. One employee attended the workshop “Strengthening Internal Controls” sponsored by the American Society of Military Comptrollers.
4. SBCCOM MCA attended the Operations Support Command (OSC) management control workshop in FY 00.

EXECUTION

1. Subordinate organizational managers ensure, through personal validations, inspections and audits, that procedures in the work areas are established and used to ensure adequate control of assets and resources. Numerous external and internal audits, inspections and reviews were performed throughout SBCCOM. Where applicable, organizational strengths and weaknesses are briefed to senior management, and recommendations on any corrective actions needed are provided.
2. The AFARS Contracting Checklist is reviewed at least once every five years. Responsible managers verify by means of observation, file documentation analysis and sampling. The revised AFARS Checklist now includes Grants and Other Agreements and will be coordinated with each Center site and completed the first quarter of FY 01.
3. Intra-Service Support Agreements are in place and operative at all chemical stockpile storage facilities. These cover many management controls and procedures, and are reviewed by several independent organizations.
4. Established quarterly sensing sessions for individuals and sections to provide opportunity for feedback for needed improvements and identified weaknesses.
5. Initiated a revamp of the SBCCOM Management Control Process to include designation by the Command of the senior responsible official with overall responsibility for ensuring the implementation of an effective management control process within SBCCOM and the reappointment of AUMs and assessable unit points of contact. Increased emphasis will be placed in FY 01 on the development of a MCP by each AUM to assure that key management controls in the assessable unit will be evaluated over a five-year period.

Simulation, Training and Instrumentation Command (STRICOM):

LEADERSHIP EMPHASIS

1. Conducted monthly, quarterly and annual Executive Steering Committees (ESC Meetings to disseminate/discuss information and issues).
2. Conducting weekly staff calls for senior managers to discuss pertinent daily business.
3. Establishing and convening a Technical Advisory Board with industry to get feedback on our process and products.
4. Issuing memoranda/messages to subordinates to provide guidance and give command emphasis on the importance of effective management controls.

5. Conducted Town Hall (off-site) meetings to permit the workforce to raise issues heard first hand by the Commander and principle staff; these meetings focus on improving information flow and eliminating “managerial bottlenecks.”

6. Conducted a Command Survey to determine the employees’ feelings on how effective the leadership is, as well as, what improvements could be made in the management process.

MANAGEMENT CONTROL TRAINING

1. The Management Control Administrator provides formal training to senior managers, staff and others as required.

2. Training continues throughout the command through the use of the Army video, “Management Controls: A Roadmap to Stewardship” and other informal presentations/workshops.

3. Assessable Unit Managers provide training for personnel so they understand the GAO Standards and how to apply them in daily operations; operating personnel understand their responsibilities for using the management control evaluations for day-to-day guidance.

4. Innovative approaches used to provide training throughout the organization include: Providing special training sessions and discussions with managers as needed, e-mail, bulletin board announcements, etc.

5. The Management Control Administrator develops and distributes training materials that provide Assessable Unit Managers/Point of Contacts the information necessary for a successful program (i.e., briefing charts, scripts/videotapes, and electronic checklists).

Simulation, Training and Instrumentation Command (STRICOM):

EXECUTION

1. Promoted Management Control Process as a tool to identify, report and correct material weaknesses.

2. Using resources of the Internal Review and Audit Compliance Office in the MCP. Supporting the work and training of the management control administrator and points of contact.

3. Conducting internal and external Customer/Employee Surveys/Interviews to assist the leadership for how we are doing as a command.

4. Developed functional management control evaluations to cover applicable controls outlined in regulations/procedures not identified as key control by HQDA proponents. Seven evaluations were performed in FY 00.
5. The Management Control Administrator conducted staff assistance visits to help execute the plan and resolve issues.
6. Updated the Management Control Guide to present a “common sense approach” to management control planning; for managers and others that sustain management controls in their daily operations.
7. Embed management control evaluations into other existing management review processes (i.e., Program milestone reviews, physical security inspection program, and facilitation of the Consideration of Others Training).

Tank-automotive and Armaments Command (TACOM):

LEADERSHIP EMPHASIS

1. Many noteworthy actions were taken by the Commander and senior functional managers to establish and maintain proper controls:
 - a. A network of command and installation management control administrators has been established throughout TACOM and remains a highly effective means of distributing information, guidance, and instructions in a timely and efficient manner.
 - b. Supervisors/managers/leaders were held formally accountable for the effectiveness of their management controls in FY00. All Management Control Process (MCP) evaluations (checklists) completed by supervisory/managerial personnel were reviewed for timeliness, adequacy and results.

Tank-automotive and Armaments Command (TACOM):

LEADERSHIP EMPHASIS (CONTINUED)

- c. Finally, the Statement of Assurance was briefed first to the head of Corporate Management and then to the Deputy Commanding General to show how each business center head is confident management controls are in place. All existing and new material weaknesses were discussed and all questions or concerns regarding the weaknesses were resolved.

MANAGEMENT CONTROL TRAINING

1. Over 500 associates received in-house training from their MC POCs. Many of these associates also viewed the e-mail training charts provide by the AMC Management Control Administrator in FY 00.

2. The MCP Bulletin Board was published on the Command's Intranet. It offered regular MCP guidance emphasizing the importance of effective management controls. It included: Appropriate performance standards on MCP, how to apply an MCP evaluation, how to declare a material weakness and an explanation of the GAO Standards.

EXECUTION

1. All key management controls for each assessable unit are evaluated at least once every five years and in most cases every two or three years. Command Supply Discipline and Overtime procedures are reviewed yearly.

2. A careful assessment of external audit reports was made this year. An AMC IG team visited us to review the management of AMC Contracts. The results of the review were very favorable, particularly in contrast to the recent DOD IG report on CAAS contracts (which did not involve any TACOM sites).

3. TACOM made many improvements to our processes in FY00 by instituting new or revised management controls:

a. In face of a growing percentage of retirement eligibles in the workforce and the need to position the command for the future, TACOM's Innovative Business Strategies Staff (IBSS) successfully established a Workforce Revitalization Forum to take the steps necessary to ensure TACOM maintains a viable workforce through 2005. This forum has developed a clear-cut command wide strategy to address workforce development, workforce management and workforce shaping.

Tank-automotive and Armaments Command (TACOM):

EXECUTION (CONTINUED)

b. Resource Management continued to improve the Contracted Advisory and Assistance Services (CAAS) Management Decision Document (MDD) process through an ongoing Integrated Process Team (IPT) that briefed the DCG and received approval for implementation of several ideas. Because of these latest improvements, Legal now reviews the entire MDD, draft solicitation and contract package in one effort rather than two separate review processes, streamlining the contracting process.

c. Corporate Contracting participated in the Army Acquisition Corp workforce roadshow 2000 held at TACOM-Warren May 30 - Jun 1. With the theme of "Dare to Soar," the purpose of the roadshow was for development of 21st century Army acquisition leaders.

d. Corporate Contracting participated in and helped conduct the second combined Acquisition and Logistics Reform Week 22-26 May 2000. The theme was "Embracing Change for the 21st Century Warfighter." Associates attended lectures, and presentations, enacted work group exercises and took part in local and (new this year) offsite classes, case studies, group discussions and seminars. These activities helped teach associates skills beyond their area of expertise and foster creative ways to streamline the many processes involved in acquisition and logistics.

e. Through use of a wide variety of checks and reviews, Corporate Contracting constantly maintains and improves acquisition procedures at all five TACOM sites. We consistently apply legal reviews and employ review board oversight on all major acquisitions. Further, each site conducts some form of Procurement Management Review (PMR). PMRs analyze contracting methods, processes and operations to determine whether or not excellence of quality is being maintained throughout all procurement actions. The primary goal is to make recommendations, where applicable, to help TACOM meet its mission, respond effectively to customer requirements and identify root causes of any systemic problems.

U. S. Army Security Assistance Command (USASAC):

LEADERSHIP EMPHASIS

Updates on the status of material weaknesses and MC process actions are submitted to the Deputy Chief of Staff for Security Assistance.

MANAGEMENT CONTROL TRAINING

1. Nineteen personnel received formal management control training during FY 00.
2. Thirty-one personnel received training using other methods.

U. S. Army Security Assistance Command (USASAC):

EXECUTION

Managers were advised of the evaluations that were applicable to their organizations and scheduled for mandatory completion during the FY. Seventeen evaluations were completed and certified.

SEPARATE REPORTING ACTIVITIES

Army Materiel Systems Analysis Activity (AMSAA):

LEADERSHIP EMPHASIS

Held weekly senior management council meetings to advise the director of possible weaknesses and provided proposals for improving internal management controls.

MANAGEMENT CONTROL TRAINING

1. Five individuals received informal briefings on the procedures to be followed in the assessment of the functional areas.
2. The Management Control Administrator attended the USDA Course for MCAs in Nov 99.

EXECUTION

Five evaluations scheduled for completion were formally completed and certified by the AUM.

Field Assistance in Science and Technology (AMC-FAST):

LEADERSHIP EMPHASIS

1. Conducted periodic meetings with staff to stress the importance and adherence of management controls. Conducted reviews of operational programs to verify implementation and execution of controls.
2. AMC-FAST did not have any findings identified during FY 00. Reviews were conducted of AAA and DODIG published findings to identify potential problems in the AMC-FAST activity. Commanders and managers were made aware of management weaknesses in other areas and had the opportunity to review their own operations for similar problems.

Field Assistance in Science and Technology (AMC-FAST):

MANAGEMENT CONTROL TRAINING

One person attended the two-day USDA Management Control Administrators Course.

EXECUTION

1. MCA provided specialized assistance to the AMC-FAST Director in developing an individual management control plan.

2. Ensured managers had information provided through the Electronic Bulletin Board Service for the distribution of information and policy on the management control process.
3. Performance element is reflected for each individual who has management control responsibilities.
4. Reviews of operational programs were conducted to verify/improve implementation and execution of controls. Four local evaluation processes were performed and certified by the AUM in FY 00.
5. Supplemental material control efforts included formal review of all projects/activities worked by Science Advisors assigned to the AMC-FAST Activity. Evaluations occurred as a result of an annual program review.

Inspector General Activity (IGA):

LEADERSHIP EMPHASIS

1. Revamped our Assistance Visit Program. Partnering with the Army Research Institute (ARI), we devised a new program methodology that will improve the use of personnel resources and reduce travel costs. The new program is referred to as the IG Assistance and Assessment Program (IGAAP). A survey will be forwarded in advance of the IG on-site assistance visit and the results will be electronically compiled. This survey will allow the on-site assistance visit to be more comprehensive and tailored to the organization. This will reduce the number of travel days on-site.
2. Ensured that management control problems and/or potential weaknesses discovered during inspections, investigations or inquiries were briefed to the appropriate manager.

Inspector General Activity (IGA):

MANAGEMENT CONTROL TRAINING

1. The AMC IG Activity provided assistance to Major Subordinate Command IGs as requested regarding management control program requirements and training.
2. An internal management control program training handbook was developed to refresh seasoned managers and attune new managers to their management control responsibilities.
3. Distributed management control program information to field IGs.

EXECUTION

1. In order to enhance personnel capabilities, we developed a concept to allow for cross training of inspections, investigations/inquiries, and assistance duties. The importance of identifying management control issues, especially during inspections, will be emphasized as a part of this initiative.
2. Continued to focus on identifying the root causes of problems and providing feedback to functional proponents and command group with recommendations.
3. Ensured, during followup inspections, that actions were taken to correct inspection results, not just whether our recommendations had been implemented.

Installations and Services Activity (I&SA):

LEADERSHIP EMPHASIS

Published the FY 99 Annual Lessons Learned, which included items relating to management controls, and distributed it to all AMC Major Subordinate Commands and installations.

MANAGEMENT CONTROL TRAINING

Provided updated training materials to all managers through the use of AMC Home Page. Due to the small size of our organization, it is not necessary to conduct formal training programs. We share guidance through the use of e-mail and staff meetings.

Installations and Services Activity (I&SA):

EXECUTION

1. Published articles relating to management control responsibilities in the AMC Deputy Chief of Staff (DCS) for Engineering, Housing, Environment, and Installation Logistics (now the DCS for Installations) Bulletin, which we distribute three times annually throughout AMC.
2. Continue to require a double check procedure to review all buys before purchase and a double review prior to payment. We received an excellent rating from the Agency Program Coordinator who conducted a compliance IMPAC review of AMC I&SA.

3. Prepared a Management Control Plan (MCP) which includes a schedule of required management control evaluations over the next 5 years. We added contract management to our required evaluations this year and developed a checklist for completion annually.

4. Conducted Command Supply Management Reviews throughout AMC to evaluate the effectiveness of unit Command Supply Discipline Programs and property book and stock record accountability. Additionally, we initiated action to establish an AMC property book accountability policy consistent with HQDA policy. All applicable property is controlled and accounted for.

5. Conducted Command Equipment Management Program Reviews to evaluate the effectiveness and efficiency of AMC unit Equipment Management Programs (EMP) to include acquisition and maintenance functions. We found most units unable to replace aging equipment in a timely manner leading to increased owning and operating costs for which full-funding is not available. In short, the Base-level Commercial Equipment (BCE) program is underfunded by approximately \$11M.

Integrated Procurement Systems Office (IPSO):

MANAGEMENT CONTROL TRAINING

All employees of the Integrated Procurement Systems Office are provided the opportunity to view videotapes on the management control process.

EXECUTION

1. Performs reviews and assessments to verify/improve implementation and execution of controls. These reviews are accomplished in coordination with the AMC Acquisition Policy Office (AMCRDA-AC) to ensure compliance in the automated acquisition systems.

Integrated Procurement Systems Office (IPSO):

EXECUTION (CONTINUED)

2. With increased emphasis on paper-free acquisition, reviews are consistently performed on processes within the contracting functional community to ensure that the movement from a paper-laden process to a paper-free process captures the statutory and regulatory requirements.

3. Participates in on-site planning and reviews with all of the Major Subordinate Commands to review progress toward meeting the paper-free mandates. In addition, Video Teleconferences are held on a periodic basis with MSC representatives assigned to the Procurement Business Process Group. The

IPSO provides the overall management for this group and facilitates the review and the establishment of priorities for System Change Requests (SCRs) to the automated contract writing systems.

International Cooperative Programs Activity (ICPA):

LEADERSHIP EMPHASIS

1. The Director, ICPA and Assessable Unit Manager (AUM) issued memoranda/e-mails to the AUMs within the HQ, AMC Office and the US Army Research, Development and Standardization Groups (USARDSGs) in Australia, Canada, Germany, France, and the United Kingdom, which provided special guidance, and great emphasis on the importance of effective management controls.
2. The Commander in France overviewed all activities by holding staff calls on a regular basis. He informed staff via e-mail of latest announcements that relayed the proper controls, and he encouraged open discussion.
3. In Germany, the Commander stressed group and individual responsibility through training, memorandums, staff calls, and one-on-one counseling sessions.

MANAGEMENT CONTROL TRAINING

1. The ICPA MCA offered training to all office managers in ICPA to give them a better understanding of methods available for them to apply the GAO Standards in their daily operations. As part of the in-processing routine for each military officer, the ICPA MCA informally briefs each new officer.
2. All new MCAs in the USARDSGs were notified of the mandated training requirement from HQ, AMC to better understand their management control process responsibilities.
3. The ICPA MCA trained the newly assigned MCA in Canada and the MCA in France attended the USDA Management Control Administrators course in Washington, D.C.

International Cooperative Programs Activity (ICPA):

EXECUTION

1. The ICPA's Management Control Plan was compiled for use by all offices. Some checklists were considered more critical than others. Those checklists were scheduled for completion each year in the five-year plan. Other are to be performed three times over the five-year period.
2. The Commander in Germany conducted quarterly reviews in areas of concern.

3. The Commander in France ensured the required explicit statement was included in performance agreements for positions with management control responsibilities. He also conducted quarterly reviews of operational programs to verify, and improve all implementation and execution of controls.

4. Periodic reviews of operational programs were conducted in the United Kingdom to verify and improve implementation and execution of controls.

Intelligence and Technology Security Activity (ITSA):

LEADERSHIP EMPHASIS

1. Subordinate managers in the ITSA have been advised that failure to comply with the provisions of AR 11-2 involving management control responsibilities in performance standards is statutory noncompliance.

2. Responsibility for each functional program under the staff supervision of the ITSA has been assigned to a team leader and a primary action officer. Funding responsibility for each program has also been assigned to the same team leader and action officer.

MANAGEMENT CONTROL TRAINING

All ITSA employees have received management control training.

Logistics Support Activity (LOGSA):

LEADERSHIP EMPHASIS

1. The Commander provided a memorandum on the management control process to the Assessable Unit Managers (AUMs) identifying the importance of a successful management control program.

Logistics Support Activity (LOGSA):

LEADERSHIP EMPHASIS (CONTINUED)

2. The LOGSA Force Protection Program is operated in compliance with AR 525-13 and AMC 525-13. An Executive Committee has been established to meet quarterly and a working group comprised of functional action officers meets on a monthly basis. The LOGSA Force Protection Program is staffed with personnel who present low, medium and high threat briefings to all personnel in an OCONUS travel status.

MANAGEMENT CONTROL TRAINING

1. During FY 00, 60 employees received formal in-house training on management controls. All employees received a copy of the Management Control Process slides.
2. MCA has been scheduled to attend the USDA MCA course this FY.

EXECUTION

1. Guidance is provided to LOGSA employees in LOGSA Memorandum 11-1, LOGSA Internal Management Control Program.
2. An explicit statement is included in the performance agreements for AUMs.
3. Supply Operations. All appropriate safeguards are employed to protect against loss, waste, unauthorized use, misappropriation of assets, funds, and equipment. A list of required items is reviewed and approved by the supervisor, funds are certified available, and purchase logs are provided to the warehouse for a document control number prior to the purchase. After purchase, logs are again provided to the warehouse to certify receipt of all items. Statements of account and billing statements are reconciled with completed purchase logs prior to forwarding for payment. The Purchase Card Management System was implemented for use within LOGSA this year, which greatly enhanced the management control certification of supply operations.
4. Property Management. Property is requisitioned by the LOGSA Property Book Officer (PBO) IAW applicable Army regulations and received by trained personnel at the central receiving point. To facilitate accountability and protect against loss, each property book item is assigned a barcode label and documented on the property book line item entry page. End item users that are signed for government property book items are subject to a 100 percent biannual inventory conducted by the LOGSA PBO and/or representatives.

Logistics Support Activity (LOGSA):

EXECUTION (CONTINUED)

5. Communications, Intelligence, and Security: The secure vault area has control measures in place to secure, protect, and destroy all hardcopy "SECRET" documents. All classified "SECRET" documents located within the vault are attached behind an appropriate cover sheet for protection from unauthorized personnel. The possibility of faxing classified information via a non-secure fax is alleviated

through the employment of a secure fax machine with encryption device located within the vault. Classified documentation is destroyed inside the vault by use of a large paper shredder. A copy machine designated for “classified documents only” is securely located inside the vault. A DA Form 3964 (Classified Document Accountability Record) is provided to track reproduction of classified documents.

6. Information Technology:

a. Adequate controls to assure technology enhancements consistent with the commercial world and government standards were demonstrated in FY00 through the continued development and implementation of an Electronic Data Interchange (EDI) interpreter and the processing of EDI formatted transportation data associated with the movement of Army materiel. The implementation of Velocity Management data access, Logistics Intelligence File query response, and other selected data access via the WebLOG initiative highlighted the fact that effective management controls are in place to assure technology growth. All WebLOG initiatives will meet the Defense Information System Agency and the DOD Information Technology Security Certification and Accreditation Process security requirements.

b. The functional areas within LOGSA have all participated actively in the design and testing efforts to support development of the Logistics Integrated Database (LIDB). All force, item, asset, and authorization business processes have been dramatically enhanced and streamlined. Once fielded, these business process improvements will result in even more improved data accuracy and ease of reporting for the soldier-in-the-field. At the same time, we have been participating in detailed U.S. Army Combined Arms Support Command and TRW, Incorporated, sessions to develop the web-based property book module. These sessions have resulted in ensuring vastly modernized/streamlined systems interfaces between Global Combat Support System – Army (GCSS-A) and LIDB. These improved interfaces will result in real-time data update of 100 percent accurate data as LIDB, in effect, becomes the unit’s property book. These techniques will eliminate the soldier’s requirement to support the reporting process and better enhances the Army’s capability to conduct logistics decision making.

Logistics Support Activity (LOGSA):

EXECUTION (CONTINUED)

6. Information Technology (Continued):

c. The Unique Item Tracking (UIT) has made substantial progress in increasing the accuracy and reliability of the UIT Central Registry. Rejected records have been virtually eliminated, the vast majority of appended records have been researched and moved to history, open shipments have been dramatically reduced, and, as a result of the last reconciliation, compatibility percentages for all Major Commands (MACOM) were substantially increased. Emphasis by Headquarters, Department of the Army, in a worldwide Logistics Projection Message to MACOM Commanders, continues to stress the need for command emphasis to effectively execute this critical program.

d. Operation of the Army Master Address Directory System (AMADS) provides LOGSA with the management control needed to prevent unneeded proliferation of FEDLOG CD-ROM products within Army logistics operations. Utilizing criteria provided by Army MACOMs, LOGSA screens requests for new accounts and account increases to assure requirements are valid. Action is also taken to purge the AMADS upon notification of unit deactivations and reduced requirements. During the past fiscal year, LOGSA has deleted 584 inactivated accounts and reduced issue quantities by 632 sets.

e. The Army Price Challenge Program (APCP) is the vehicle for challenging seemingly unrealistic prices for spare and repair parts but does not exclude other items, when appropriate. This program encourages all Army military and civilians to report suspect prices to reduce fraud, waste, and inefficiency in the acquisition process. The APCP has served as the watchdog for excessive prices paid for spare and repair parts by not only Army, but has also breached service line to include Defense Logistics Agency, Navy, Air Force, and General Services Administration. Since its inception in 1983, the APCP has processed over 20,354 price challenge inquiries resulting in over \$605 million in cost avoidance to the Army. However, the program is manpower intensive and, with the reductions in personnel, LOGSA has initiated a module in the LIDB that will serve as the interface between the field and the managing source of supply. This will reduce the manual intervention and will enable LOGSA to save approximately 3 man-years of effort.

Logistics Support Activity (LOGSA):

EXECUTION (CONTINUED)

7. Personnel and/or Organizational Management.

a. Our recruitment, training, assignment, use, development, and management of personnel are in coordination with checks and balances within our missions and functions. First and second line supervision provides constant assurances that professional standards are continually met.

b. The implementation of Quadrennial Defense Review cuts and Voluntary Separation Incentive Program offerings has been accomplished within the guidelines established by higher headquarters. I have reasonable assurance that these programs are implemented/offered fairly and equitably throughout the work force.

j. Comptroller and/or Resource Management. Resources are managed within prescribed regulations and guidance. The Business Management Center provides detailed resource account feedback on a continual basis to senior leadership. The temporary duty travel is closely scrutinized and reviewed for appropriate and reasonable costs with employee and supervisor. All funding for the center is closely scrutinized on a continual basis and is kept to the most minimal amount possible to accomplish the mission.

School of Engineering and Logistics (SEL):

LEADERSHIP EMPHASIS

All SEL personnel display a supportive attitude toward management control.

MANAGEMENT CONTROL TRAINING:

Five personnel received Management Control Process training from the Director by desk side briefing.

EXECUTION

1. The new Installation Support Agreement between SEL and Red River Army Depot includes a Force Protection provision.
2. The Director of SEL receives all feedback, reviews and approves all checklists.

AMC MATERIAL WEAKNESSES

TAB B

LIST OF MATERIAL WEAKNESSES

<u>USAMC NUMBER</u>	<u>TITLE</u>	<u>PROPONENT</u>
97-004	Unique Item Tracking (UIT) of Small Arms in Army Prepositioned Sites (APS)	DCS LOG
97-003	Radiation Protection Program Compliance	SAFETY
96-006	Change of Century	DCS CI
96-005	Threat of Unclassified Automated Information Systems (AISS)	DCS CI
96-004	AMC World Wide Web (WWW) Use and Vulnerabilities	DCS CI
93-004	Management Control Activity (MCA) for Government Furnished Materiel Stock Record	DCS LOG

UNCORRECTED MATERIAL WEAKNESSES

<u>USAMC NUMBER</u>	<u>TITLE</u>	<u>PROPONENT</u>
97-004	Unique Item Tracking (UIT) of Small Arms in Army Prepositioned Sites (APS)	DCS LOG
97-003	Radiation Protection Program Compliance	SAFETY
96-005	Threat of Unclassified Automated Information Systems (AISs)	DCS CI
96-004	AMC World Wide Web (WWW) Use and Vulnerabilities	DCS CI

DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

LOCAL ID #: USAMC-97-

004

Title and Description of Material Weakness: Unique Item Tracking (UIT) of Small Arms in Army Prepositioned Sites (APS)

Each unit authorized and each depot storing small arms must report these items by serial number to the DOD UIT Central Registry at the AMC Logistics Support Activity (LOGSA), Huntsville, AL. This involves daily transactions to the LOGSA UIT registry on any movement, shipment, or receipt of weapons, and a yearly reconciliation of all activities to the UIT registry. As part of an overall review of Army prepositioned stocks, the AMC IG inspected small arms inventories at APS sites in Japan, Korea, and Livorno, Italy. Using National Stock Number (NSN) and storage activity Routing Identifier Code (RIC), they compared ACALE Commodity Command Standard System (CCSS) accountable balances to the Standard Depot System (SDS) custodial record balances, which matched. Based on 100% physical inventory of small arms, the SDS records also matched the inventory counts by NSN and RIC. However, these counts did not generally match UIT database quantities by NSN and RIC. In Dec 97, the AMC IG also completed inspections in three of six Combat Equipment Group Europe (CEGE) sites with similar results.

Functional Category: OSD -- Supply Operations

Pace of Corrective Action:

Year Identified: FY 1997

Original Targeted Correction Date: FY 1998

Targeted Correction Date in Last Year's Report: FY 2000

Current Target Date: FY 2001

Reason for Change in Date(s): Milestone slippage due to higher priority requirements.

Component/Appropriation/Account Number: Army/Operation and Maintenance, Army

Validation Process: Managerial judgment; independent review and audit.

Page 2

DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

LOCAL ID #: USAMC-97-004

Results Indicators: Ability to track small arms serial numbers for APS sites in the UIT database, based on daily reporting/recording, and an annual reconciliation of all APS sites with UIT database.

Sources(s) Identifying Weakness: AMC IG Inspection - Accountability of Class VII, Army Prepositioned Stocks.

Major Milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
15 Dec 97	Contacted AMC War Reserve office and LOGSA. Identified reason(s) for discrepancy between source system (SDS) and UIT registry
Jan-Mar 98	Completed reconciliation between APS sites and UIT Central registry.
30 Sep 98	Clarified scope of items involved to AMCIG (small arms only); clarified causes of weakness with AMCIG; and developed improvement plan to correct deficiencies.
31 Oct 99	Complete reconciliation of all AMC activities.
31 Oct 99	Clarify/identify proper DODAACs and RICs of reporting activities.
Dec 98 - 31 Oct 99	LOGSA performed reconciliation of old ACALA appended records with last known recorded activity, and formally close out all appended records not claimed in the reconciliation.
15 Nov 99	Ran sample queries on APS sites. Compared with reconciliation results and new corrected

DODAAC's and RICs.

31 Dec 99 Queried LOGSA for reconciliation report results.

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DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

LOCAL ID #: USAMC-97-004

B. Planned Milestones: (Fiscal Year 2001):

Date:	Milestones:
31 Oct 00	Verify documentation on completion of corrective actions (Internal Review, AMCIR-I).

C. Planned Milestones (Beyond Fiscal Year 2001):

Date:	Milestone:
None.	

HQDA Functional Proponent Participating in Corrective Actions: N/A

Note:

Point of Contact:

Name: Mr. Lincoln H. Pitcher, Jr./Brian Tuck

Office Address: HQ, AMC ATTN: AMCLG-NS

5001 Eisenhower Avenue, Alexandria, VA
22333-0001

Telephone: Commercial (703) 617-9057/8209

DSN: 767

DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

Title and Description of Material Weakness: Radiation
Protection Program Compliance

Compliance with AMC Nuclear Regulatory Commission licenses has been jeopardized because of the lack of a comprehensive Army Radiation Protection Program (RPP). The AMC fields radioactive commodities to most Army Major Commands, and depends on the MACOM users to assist in enforcing unit level compliance with our NRC license provisions. Improvements are needed in both the AMC management control of the RPP as well as the management control participation by the MACOMs and Headquarters, Department of the Army.

Functional Category: OSD -- Other

Pace of Corrective Action:

Year Identified: FY 1997

Original Targeted Correction Date: FY 1998

Targeted Correction Date in Last Year's Report: FY 2000

Current Target Date: FY 2001

Reason for Change in Date(s): Milestone slippage.

Component/Appropriation/Account Number: Army/Operation and
Maintenance, Army

Validation Process: Managerial judgment (Nuclear Regulatory

Commission Inspection); independent review and audit.

Page 2

DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

Results Indicators: Establish an Army-Wide Radiation Protection Program, including a HQDA Radiation Safety Officer, Army and AMC level Radiation Protection Committee, updated radiation protection policy for both DA and AMC. Network existing RPP AMC resources with HQDA and the MACOMs to operate and maintain an RPP that is in compliance with Federal, State and Army Regulations. Secure funding to increase surveillance of RPP activities Army wide.

Source(s) Identifying Weakness: Management, Nuclear Regulatory Commission Inspection, TACOM Material Weakness, 97-1, Insufficient Resourcing of TACOM-ACALA Radiation Safety Program.

Major Milestones in corrective Action:

A. Completed Milestones:

Date:	Milestone:
31 Jan 97	NRC conducted unannounced inspection at TACOM ACALA. Thirteen major deficiencies were Uncovered that are due to AMC and Army-wide programmatic deficiencies.
11 Mar 97	Sent memorandum to DA asking for the appointment of a DA-level Radiation Protection Officer. That position would facilitate the implementation of the AMC NRC license programs across the MACOMs.
26 Mar 97 ACALA	NRC issues Confirmatory Order against TACOM amending TACOM ACALA's licenses to mandate correction of the deficiencies. Contractor retained by TACOM ACALA to audit entire TACOM ACALA radiation program as part of the fix.
30 Apr 97 (Deleted)	Incorporate MSC recommendations and contractor evaluation into final material weakness report.
17 Apr 97	First (in a series) of management meetings held at NRC HQ to discuss redesign of AMC NRC

license programs. Discussion centered around license consolidation. Although idea was tabled by AMC-RADPAC, consolidation looks good to NRC because centralization will increase "top down" management attention.

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DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

Major Milestones in Corrective Action: (Continued)

A. Completed Milestones:

Date:	Milestone:
30 Apr 97	Contractor finishes TACOM ACALA program audit. Results briefed to Army and NRC. Audit involves, and results contain, recommendation, for Army-wide (not just ACALA) fixes.
9 May 97	Second Management Meeting at NRC HQ.
13 May 97	Meeting at HQ, AMC between NRC and AMC, Army Representatives on Army Radiation Protection Program Issues. Thrust was overall program management commitment by Army to NRC license program. Preliminary ideas to fix systemic deficiencies discussed.
30 Jun 97 (Deleted)	Submit report to AMC Command Group for approval.
13 May - 1 Sep 97	Development of long term recommendations to fix systemic Army Radiation Protection Program deficiencies. Players include Army (DA level), AMC, MSC, and other MACOMs.
16 Jul 97	Submitted contractor's audit report (TACOM-ACALA) to the NRC.
8 Aug 97	Meeting at the NRC between NRC and AMC, Army Representatives on TACOM ACALA inspection.
19-21 Aug 97	Meeting held at TECOM with AMC, IOC, AMCOM, CECOM, TMDE, TACOM ACALA to identify and Discuss long term recommendations for commodity license management. Reviewed draft of TACOM ACALA NRC action plan.

12 Sep 97

Submission of finalized long term
recommendations to NRC for approval.

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

A. Completed Milestones (Continued):

Date:	Milestone:
2 Oct 97	Brief to AMC Commanding General on NRC licensing produced decision to ask HQDA to assume proponency of Army Commodity Licenses.
29 Oct 97	Memorandum signed by AMCCG to Vice Chief of Staff requesting a HQDA level Army Commodity License. Reply declining request received 27 Jan 98.
12-14 Nov 97	HQ, AMC conducted training for Forces Command Inspector General's Office in NRC license Management.
18 Nov 97	Charter meeting of HQDA level Radiation Protection Committee.
18 Dec 97	AMC invited MEDCOM and TRADOC to form a team to examine radiation protection training issues (via AMC Chief of Staff memorandum). (Update--The MEDCOM and TRADOC have accepted the invitation.)
18 Dec 97	Unannounced NRC inspection to check on status of action plan compliance. Results: Action Plan on track.
27 Jan 98	Received reply from VCSA to memorandum of 29 Oct 97 declining request for a DA-level commodity license.
15 Mar 98	Submitted memorandum concerning MACOM compliance with AMC licenses for signature by Vice Chief of Staff.
23 Mar 98	Charter meeting of AMC level Radiation Protection Committee.
30 Mar 98	Sent memoranda to MACOMs concerning inventory reporting requirements

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

A. Completed Milestones (Continued):

Date:	Milestone:
5 May 98	VCSA signed memorandum to all MACOMs supporting the AMC NRC commodity license program, and supporting the forwarding of monetary penalties to Army elements that are found in violation of AMC licenses requirements.
1 Mar 98 - 30 Jun 98	HQ, AMC collected findings from commodity licensees for transmission to HQDA, as prescribed in the AMC Action Plan.
30 Jun 98	Finalized MOAs were sent to selected Major Commands for final approval, as prescribed in The NRC action plan.
30 Jun 98 (Added)	Received draft (discussion) report from the Army Audit Agency (AAA) on the Army Commodity License Program (Audit launched in Nov 97 as a result of another radiation-related audit). Audit Recommends single AMC radioactive Commodity license.
8 Jul 98 (Added)	Meeting of AMC Radiation protection Committee to launch AAA response process.
31 Aug 98	Coordinated MOAs received from MACOMs by HQ, AMC. Final signature process begins.
31 Oct 98	AMC finalized response to AAA on commodity license issues. The command recommended that we keep the current licensing arrangement and institute program management initiatives, including MOAs. The AAA accepted the recommendation
31 Oct 98	NRC approved TACOM-ACALA get well actions and lifted the confirmatory order off of the NRC license.
31 Dec 98	NRC approve finalized long term recommendations to fix Army Radiation Protection Programs (RPP) deficiencies. This milestone was extended because the NRC has not yet approved the plan.

31 Jan 99 Implement combined inspection program for
radioactive commodities.

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DATE: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-97-003

A. Completed Milestones (Continued):

Date:	Milestone:
31 Mar 99	Execute MOAs.
31 Mar 99	Long Term solutions implemented.
24-26 May 99	Had a meeting with AMC and Army MACOMs. Developed final action plan to overhaul the Army radiation training program.
31 Aug 99	Written in-process review to assure that the training plan and actions are still on track.
17-21 Apr 00	Met at Fort Leonard Wood, Mo at the U. S. Army Chemical School with HQDA and MACOM representatives in attendance. The meeting Resulted in the long awaited consensus on and Initiation of work on the new Army Radiation Safety Training Courses.

B. Planned Milestones (Fiscal Year 2001):

Date:	Milestone:
1 Oct 00	Complete last two memoranda of agreement with TRADOC and MEDCOM.
31 Jan 01	Verify documentation on completion of corrective actions (Internal Review, AMCIR-I).

C. Planned Milestones (Beyond Fiscal Year 2001):

Date:	Milestone:
None.	

HQDA Functional Proponent Participating in Corrective
Actions: HQ,DA Safety, COL Robert Cherry, DACS-SF, (703) 695-
1973.

Note:

Point of Contact:

Name: Mr. John Manfre

Office Address: HQ AMC, ATTN: AMCSF-P

5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Telephone: Commercial (703) 617-9340 DSN: 767-9340

Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-005

Title and Description of Material Weakness: Threat of
Unclassified Automated Information Systems (AISs)

Our unclassified AISs process and transmit unclassified sensitive information over the Internet and Nonclassified (but sensitive) Internet Protocol Router Network (NIPRNET). Basic Perimeter Defense Intrusion Detection Systems (IDS) in place at NIPRNET connections. Hacker activity continues. The attacks are more sophisticated and the hackers are targeting specific systems for certain subjects.

Functional Category: OSD -- Information Technology

Pace of Corrective Action:

Year Identified: FY 1996

Original Targeted Correction Date: FY 1998

Targeted Correction in Last Year's Report: FY 2003

Current Target Date: FY 2003

Reason for Change in Date(s): N/A

Component/Appropriation/Account Number: Army/O&M, Army (MS4X - Compliance by inspection, training, and software security tools), and OPA (MX5T - Security hardware and communications security devices).

Validation Process: Managerial judgement; independent review and audit.

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Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-005

Results Indicators: Decrease in successful hacker intrusions as detected by IDS. Increase in detection of unauthorized access by training systems administrators and increased sophistication of detection systems.

Source(s) Identifying Weakness: Management

Major Milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
27 Mar 96	Provided FY98 - 03 MS4X and MX5T funding input to HQDA (DISC4)
4 Jun 97	Provided FY99 - 04 MS4X and MX5T funding input to HQDA (DISC4).
14 Aug 97	Received FY 99-03 MS4X funding allocations for AMC from DISC4.
31 Jan 98	Assessed HQ,AMC's unclassified systems and networks.
1 Feb 98	Provided MS4X funding spread to DCS for Resource Management for each MSC.
24 Feb 98	The Land Information Warfare Activity's (LIWA), Army Computer Emergency Response Team (ACERT), performed a Computer Defense Assistance (CDA) Branch vulnerability assessment of the Army Materiel Command (AMC) unclassified Local Area Network. Results were sent to the HQ,AMC DOIM.
1 Jun 98	Identified technology and resource shortfalls to HQDA.

1 Jul 98	Established ISS training policy for command-wide implementation.
1 Jul 98	Developed plan to secure systems in coordination with DCSINT and DOIM.
1 Jul 98	Assessed AMC MSCs' unclassified systems and networks.
27 Aug 98	Contract Award for assistance in AMC's management of our Information Assurance Program.

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Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-005

A. Completed Milestones:

Date:	Milestone:
28 Aug 98 (ADDED)	Installed Intrusion Detection Systems as required by Phase I of the Army Network Security Improvement Program.
1 Sep 98	Established priorities for countermeasures implementation.
28 Sep 98 (ADDED)	Initiated ISEC Engineering Studies (AMCOM).
15 Nov 98 (ADDED)	Distributed MS4X funds to MSCs.
30 Nov 98 (ADDED)	Initiated ISEC Engineering Study (ARL).
31 Dec 98 (ADDED)	Submitted POM (FY 00-05).
9 Jan 99 (ADDED)	ISEC Engineering Security Assessments.
9-17 Jan 99 (ADDED)	HQ, AMC/USASAC (Partial Study).
11-22 Jan 99 (ADDED)	Tobyhanna (Partial Study).
1-12 Feb 99 (ADDED)	STRICOM (Partial Study).

9 Mar 99 -
1 Apr 99 TACOM (Full Study).
(ADDED)

22 Mar 99 -
9 Apr 99 RIA (Full Study).
(ADDED)

7 Jun 99 - APG/Edgewood (Overlaps with next quarter -
2 Jul 99 Full Study).
(ADDED)

1 Aug 99 Award Task Order for AMC Strategic Plan.
(ADDED)

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-005

A. Completed Milestones:

Date:	Milestone:
26 Jul 99 -	Tobyhanna (Follow-on - Full Study).
13 Aug 99	
(ADDED)	
30 Sep 99	Continue Information Assurance Contract.
(ADDED)	
9 May 00	Completed AMC IA Strategic Plan/Incident Review
(ADDED)	and Analysis Concept of Operations.
1 Oct 99 -	
30 Sep 00	Follow-on IA contract with ESET.
30 Sep 99	Revised AMC IA Strategic Plan Completed.

B. Planned Milestones (Fiscal Year 2001):

Date:	Milestone:
1 Oct 00	Continue ISEC Security Engineering Assessments.
(ADDED)	
*30 Nov 00	Publish AMC Information Assurance Plan.
(ADDED)	
**31 Dec 00	Publish AMC Supplement to AR 380-13.
(ADDED)	

C. Planned Milestones (Beyond Fiscal Year 2001):

Date:	Milestone:
1 Oct 00 -	
30 Sep 03	Follow-on Information Assurance Contract.
(ADDED)	
31 Dec 03	Verify documentation on completion of corrective
	actions (Internal Review, AMCIR-I).

HQDA Functional Proponent Participating in Corrective
Actions: SAIS, Ralph A. Lowenthal, SAIS-C2P/IA, (703) 607-5886,

e-mail address: lowenra@hqda.army.mil.

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Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-005

Note: Full implementation of AIS within AMC is projected to take five years. This time is needed to obtain resources and train all ISS professionals. Hardware/software solutions, will take several years to purchase and include: IDSs, NIDs, firewalls, and associated Fortezza technology (for encryption).

* This milestone date slipped because the AMC Information Assurance Strategic Plan was rejected by the government and is in the process of being revised. Once this is completed, the AMC IAP will be updated and published.

** This milestone date slipped since 30 Jun 00 update because as of 8 Aug 00 the document was still at HQDA (Legal Review) for their approval.

Point of Contact:

Name: Ms. Lucille Newman

Office Address: HQAMC, ATTN: AMCIO-F

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Telephone: Commercial: (703) 617-3310

DSN: 767

Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-004

Title and Description of Material Weakness: AMC World Wide Web (WWW) Use and Vulnerabilities

Use of the WWW has innate insecurities, just as crossing a super highway has inherent dangers. These risks can not be eliminated. Actions can be taken to lessen the risks while gaining advantages.

Functional Category: OSD -- Information Technology

Pace of Corrective Action:

Year Identified: FY 1996

Original Targeted Correction Date: FY 1999

Targeted Correction in Last Year's Report: FY 2000

Current Target Date: FY 2001

Reason for Change in Date(s): Internal Review could not schedule verification of corrected milestones until 15 Oct 2000.

Component/Appropriation/Account Number: Army/ Operation and Maintenance Army (MS4X PE 432140)

Validation Process: Managerial judgement; independent review and audit.

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Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-004

Results Indicators: Managers will be aware of the risks in using the WWW and the steps taken to minimize those risks. Users will be aware of the risks and the required actions to seek help. Service providers will be aware of the programs available and required actions to minimize risks.

Source(s) identifying weakness: Management

Major Milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
4th Qtr 97	Contract Awarded.
23 Dec 97	Task 4 Work Order accepted.
30 Sep 98	AMCIO received contractor (task) document for review and comment.
23 Dec 98	Obtained study results.
31 Jan 99	Disseminated results.
28 Feb 99	Implemented changes. Trained users, managers and system administrators.
13 May 99	Draft policy on Web delivered and staffed as part of the Information Assurance Plan (IAP).
27 Aug 99	Final IAP delivered and staffed.
31 Mar 00	Published and distributed IAP, including WWW plan policy.
30 Jun 00	Users, managers, and systems administrators implemented IAP and WWW policy.

B. Planned Milestones (Fiscal Year FY 2001):

Date:	Milestone:
15 Oct 00	Verify documentation on completion of corrective actions by Internal Review, AMCIR-I.

Page 3

Date: 30 Sep 00

UNCORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-004

Major Milestones in Corrective Action:

C. Planned Milestones (Beyond Fiscal Year FY 2001):
None.

HQDA Functional Proponent Participating in Corrective
Actions: N/A.

Note:

Point of Contact:

Name: Mr. Howard Russell

Office Address: HQAMC, ATTN: AMCIO-F

5001 Eisenhower Ave., Alexandria, VA 22333-0001

Telephone: Commercial: (703) 617-9741 DSN: 767

CORRECTED MATERIAL WEAKNESSES

96-006	Change of Century	DCS CI
93-004	Management Control Activity (MCA) for Government Furnished Materiel Stock Record	DCS LOG

TAB B-3

Date: 30 Sep 00

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-006

Title and Description of Material Weakness: Change of Century

Both internal operating systems of computers and applications programs have inherent problems surrounding the year 2000, as well as Leap Years and change of decade, for some systems.

Functional Category: OSD -- Information Technology

Pace of Corrective Action:

Year Identified: FY 1996

Original Targeted Correction Date: FY 1999

Targeted Correction Date in Last Year's Report: FY 2000

Current Target Date: FY 2000

Reason for Change in Date(s): N/A

Component/Appropriation/Account Number: Army/O&M, Army (MS4Z)

Validation Process: Managerial judgment; independent review and audit.

Page 2

DATE: 30 Sep 00

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-006

Results indicators: AMC properly process its applications Software in all future years, including Leap Years, without Year date problems.

Source(s) Identifying Weakness: Management

Major Milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
18 Oct 96	AMC hired a contractor. This contractor works with the HQDA POC.
31 Dec 96	Made personnel responsible for the system aware of the Year 2000 problem and its significance.
14 Jan 97	Completed Status IPR to AMC Deputy Commanding General.
28 Mar 97	Briefed AMC Y2K Approach and status to DISC4 at MACOM Conference.
31 Mar 97	Inventoried all systems within the organization.
31 Mar 97	Investigated (assessed) all information technology components of the system for the possibility of having a Year 2000 problem.
1 Apr 97	Initiated Fix Phase of Year 2000 resolution process.
1 Apr 97	Further refined funding short falls.
15 Apr 97	Submitted Year 2000 inventory and assessment data to DA. 15 Apr 97 submission increased number of systems reported to DA from approximately 100 to over several thousand systems and infrastructure components. Inventory and assessment refined and are reported to DA on a continuing basis.
1 May 97	2nd IPR status update to AMC DCG.

14 Jul 97 Quarterly Y2K Systems reported to DA.

17 Jul 97 3rd IPR status update to AMC DCG.

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-006

A. Completed Milestones:

Date:	Milestone:
26-27 Aug 97	Briefed DA MACOM Year 2000 Conference.
23 Oct 97	Fourth IPR status update to AMC DCG.
28 Nov 97	Y2K responsibilities documented command wide in civilian and military performance standards.
7 Jan 98	Quarterly update to DA Y2K Database.
22 Jan 98	Fifth IPR status update to AMC DCG.
7 Jan 98	Quarterly update to DA Y2K Database.
22 Jan 98	Sixth IPR status update to AMC DCG.
14 Apr 98	Quarterly update provided to DA Y2K Database.
23 Apr 98	Seventh IPR status update to AMC DCG.
30 Jun 98	Sponsored command wide Y2K Conference.
30 Jul 98	Initiated Command Validation Program.
30 Jul 98	Quarterly update provided to DA Y2K Database.
30 Jul 98	Eighth IPR status update to AMC DCG.
30 Sep 98	Eighty-five (85) percent of Y2K problems fixed.
15 Oct 98	Update Y2K database to HQDA.
22 Oct 98	Ninth IPR status update to AMC DCG.
31 Dec 98	Test and verify the corrections of the renovated system.
31 Dec 98	Field the renovated or replacement system.
31 Dec 98	Ninety-four (94) percent of AMC Y2K-impacted systems renovated and implemented.

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-006

Major Milestones in Corrective Action:

A. Completed Milestones (Continued):

Date:	Milestone:
21 Jan 99	Tenth IPR status update to AMC DCG.
1 Mar 99	Participate in DA and DOD End-to-End tests of impacted systems.
11 Mar 99	Eleventh IPR status update to AMC DCG.
31 Mar 99	AMC met DOD deadline for mission critical and essential systems (529 or 530 business and weapon systems).
6 May 99	Twelfth IPR status update to AMC DCG.
11 May 99	Technical Advisory Group (TAG) established.
17 Jun 99	Thirteenth IPR status update cancelled.
30 Jun 99	Ninety-nine (99) percent of AMC Y2K-impacted systems renovated and implemented.
22 Jul 99	Fourteenth IPR status update to AMC DCG.
19 Aug 99	Fifteenth IPR status update to AMC DCG.
1 Oct 99	Fiscal Year cutover. Possible Y2K impact.
7 Oct 99	Sixteenth IPR status update to AMC DCG.
18 Nov 99	Seventeenth IPR status update to AMC DCG.
16 Dec 99	Eighteenth IPR status update to AMC DCG.
11 Apr 00	AMCIR-I verified documentation on completion of corrective actions.

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-96-006

Major Milestones in Corrective Action:

B. Planned Milestones (Fiscal Year 2001):

Date: Milestone:
None.

C: Planned Milestones (Beyond Fiscal Year 2001):

Date: Milestones:
None.

HQDA Functional Proponent Participating in Corrective

Actions: SAIS, Mr. Bill Dates, (703) 275-9483, e-mail address:
datesws@hqda.army.mil.

Note: Recommend closure.

Point of Contact:

Name: Mr. Danny Shearer

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Date: 30 Sep 00

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-93-004

Title and Description of Material Weakness: Management
Control Activity (MCA) for Government Furnished Materiel
Stock Record

To control contractor access to government furnished materiel (GFM), Management Control Activities (MCAs) were established at each of the wholesale Inventory Control Points (ICPs) to develop a file for each contract; assign an individual DOD Activity Address Code (DODAAC) to each contract to assure MCA processing; validate contractor requisition items and quantities against the file established for that contract; and maintain inventory accounting records to reflect materiel issues, to provide materiel release data to finance, to record contractor receipts, and to track contractor consumption data. During an FY 91 and FY 92 USAAA audit of an MCA (Report No. AMSMI-MMC-MM-DD-FY-93-02) operating level weaknesses were identified. Contractor requisitions were not being properly validated. Files were not being properly maintained. DODAACs were improperly assigned to contractors, which could cause the requisitions to circumvent MCA validation. Semiannual status reports to contract administration, showing lines and quantities shipped, and requisitions rejected, were not being produced.

Functional Category: OSD -- Supply Operations

Pace of Corrective Action:

Year Identified: FY 1993

Original Targeted Correction Date: FY 1994

Targeted Correction Date in Last Year's Report: FY 2000

Current Target Date: FY 2000

Reason for Change in Date(s): N/A.

Component/Appropriation/Account Number: Army/Defense
Business Operations Fund; Operation and Maintenance, Army;
Research, Development, Test and Evaluation.

Validation Process: Managerial judgment (completion of Management Control Review Checklists by each ICP); independent review and audit.

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-93-004

Results Indicators: Correction of this weakness will ensure proper validation of contractor requisitions for government furnished materiel; will greatly reduce the chances of issue of unauthorized materiel to contractors; and will improve accountability of government materiel in the hands of contractors.

Source(s) Identifying Weakness: US Army Audit Agency and Management Control Review.

Major milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
30 Sep 93	AMC Management Engineering Activity review the overall MCA process.
9 Nov 93	Reviewed draft USAAA Audit Report (CR 94-XXX), Contractors' Access to the DOD Supply System, which reported same deficiencies as this material weakness.
30 Dec 93	Systems Integration and Management Activity (SIMA) programmed for all project manager requisitions for GFM to process through the MCA.
25 Mar 94	Reviewed final USAAA audit report (CR 94-203), and developed plan for correction, shown in planned milestones for FY 1994 and beyond.
25 Mar 94	HQDA and SIMA purged invalid contractor DODAACs not identified to a specific contract.
25 Mar 94	Established interim AMC MCA database advisory group to oversee maintenance and accuracy of MCA database.
9 May 94	Sent memorandum to ICPs emphasizing the importance of validating GFM requisitions for pre-FY 1991 contracts.
12 Aug 94	Developed draft AMC database advisory group charter. Sent tasker to LOGSA to finalize the charter, and to chair the group.

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-93-004

Major Milestones in Corrective Action:

A. Completed Milestones:

Date:	Milestone:
5 May 95	Tasked ATCOM Business Process Manager for Asset Management to complete open audit taskers.
25-26 Jul 95	MCA database group meeting, ATCOM, St. Louis
16-18 Oct 95	Meeting of permanent MCA database group to work audit findings. Finalized group representation.
28-30 Nov 95	MCA database group meeting, ATCOM, St. Louis: Developed AMC training plan for MCA processes. Finalized MCA charter. Developed internal control checklist for publication by LOGSA.
1 Dec 95	Finalized CCSS edits for GFM requisitions for open pre-FY91 contracts.
30 Jan 96 (Deleted)	Ensure each ICP is training MCA employees in accordance with program of instruction and that Management Control Checklists are being completed.
16 Oct 97	Data Element Dictionary published in MCA Users Manual, Appendix C.
15 Mar 99	LSSC put Data Element Dictionary (DED) on the World-wide Web (WWW). DED can be accessed by typing www.lssc.com , ADSAM, Appendix A.
15 Apr 99	Formal publication of Management Control Checklist in AR 725-50. LOGSA provided this to DA DCSLOG.
16 Feb 00	AMCIR-I verified documentation on completion of corrective actions.

B. Planned Milestones (Fiscal Year 2001):

Date:	Milestone:
None.	

CORRECTED MATERIAL WEAKNESS

Local ID #: USAMC-93-004

Major Milestones in Corrective Action:

C. Planned Milestones (Beyond Fiscal Year 2001):

Date:	Milestone:
None.	

HQDA Functional Proponent Participating in Corrective
Actions: N/A

Note: Recommend closure.

Point of Contact:

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